

Naval Postgraduate School

A High-Quality, DoD-Relevant, Technology-Based Acquisition Education

CHIEF JOURNALIST AUSTIN S. MANSFIELD, U.S. NAVY

Housed in a landmark complex with a storied past, the Naval Postgraduate School (NPS) in Monterey, Calif., offers an extensive professional acquisition curriculum for military officers or Department of Defense (DoD) officials with an eye toward education and advancement in the professional acquisition workforce. Its education program, however, is not limited to acquisition. The school offers more than 40 courses, specifically structured for military systems and management, in a myriad of disciplines:

- Information Technology Systems
- Financial Management
- Aeronautics
- National Security
- Operations Research

Due to the fluxion of modern technology, the faculty and staff at the school constantly reassess the U. S. military's educational needs, ensuring students remain ahead of their contemporaries.

NPS is also one of 13 consortium schools in the Defense Acquisition University (DAU). Army Brig. Gen. Richard Black, Commandant of the Defense Systems Management College

Mansfield is a U.S. Navy Chief Journalist and leading chief petty officer at Naval Postgraduate School, Public Affairs Office, Monterey, Calif. Throughout his career, he has served as a broadcaster, news director, and reporter on U.S.S. Camden; and in Panama, Sicily, Turkey, Northern Iraq, Somalia, and Bosnia-Herzegovina. He holds an M.S. in International Relations from Troy State University and graduated magna cum laude from the University of Maryland with a B.S. in Management Studies.

DURING A MARCH 1997 FACT-FINDING TOUR OF SEVERAL DAU CONSORTIUM SCHOOLS, ARMY BRIG. GEN. RICHARD A. BLACK, DSMC COMMANDANT, MADE AN ON-SITE VISIT TO THE NPS CAMPUS. FROM LEFT: NAVY CAPT. JOHN LANGAN, DEPUTY NAVY DACM; DAVID WHIPPLE, ASSOCIATE PROVOST FOR INNOVATION, NPS; DICK ELSTER, PROVOST, NPS; BLACK; DAVE LAMB, DIRECTOR OF SYSTEMS MANAGEMENT DEPARTMENT, NPS; DENNIS ALLION, DEPUTY DIRECTOR, CAETR, NPS; TONY KAUSAL, DSMC AIR FORCE CHAIR.

Photo by Richard Mattox



THE HOME OF THE NAVAL POSTGRADUATE SCHOOL IS THE HISTORIC HOTEL DEL MONTE RESORT COMPLEX ORIGINALLY BUILT IN 1880 BY RAILROAD MAGNATE CHARLES CROCKER. IN 1942, UNDER THE EXIGENCY OF WAR, THE NAVY REQUISITIONED THE HOTEL AS A FLIGHT TRAINING SCHOOL. IN 1947, THE 80TH CONGRESS AUTHORIZED AND APPROVED THE TRANSFER OF THE HOTEL AND 627 ACRES OF SURROUNDING LAND TO PROVIDE A CAMPUS FOR THE NAVAL POSTGRADUATE SCHOOL.

Photo by Richard Mattox



“The school offers more than 40 courses, specifically structured for military systems and management, in a myriad of disciplines...”



MONTEREY, WHICH WAS PART OF A 7,000-ACRE DEL MONTE ESTATE. JOHN L. DUNN, THEN ONE OF THE RICHEST MEN IN THE AREA, PURCHASED THE ESTATE AND ESTABLISHED THE DEL MONTE PREPAC. IN 1946, HE APPROPRIATED \$2.13 MILLION TO PURCHASE THE ESTATE FOR NPS.



DR. DAVID LAMM, DIRECTOR OF THE CENTER FOR ACQUISITION, EDUCATION, TRAINING, AND RESEARCH (CAETR) AT THE NAVAL POSTGRADUATE SCHOOL, MONTEREY, CALIF.



ROWENA GRIMES EXPLAINS SITE INSPECTION PROCEDURES TO STUDENTS IN THE EXECUTIVE ACQUISITION LOGISTICS MANAGEMENT COURSE AT THE HOLIDAY INN IN MONTEREY, CALIF.

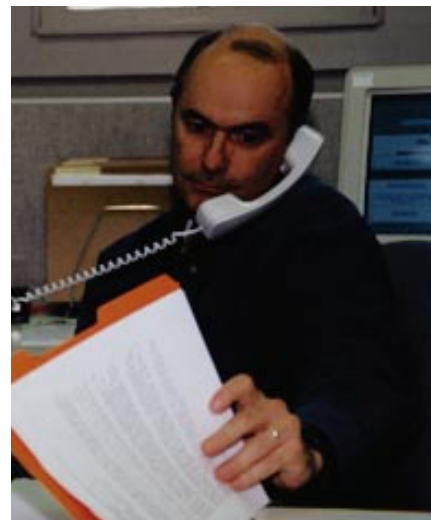
(DSMC) visited NPS in March 1997 during a fact-finding tour of DAU schools and found that the “NPS resident program offers the acquisition workforce high-quality, DoD-relevant, technology-based graduate training that civilian institutions and many military schools can not duplicate.”

The Program

DAU provides mandatory and specific courses for military members and civilians working in 11 career fields, training these professionals for effective service in the defense acquisition system. As a member of the DAU consortium of schools, NPS offers training in three of these career fields: acquisition logistics; systems planning, research, development and engineering; and test and evaluation. Training in these fields is a three-tiered system in which students' levels of study typically coincide with their levels of responsibility and position. The courses at each level correspond to various scopes and expertise in each career field.

- Level I (entry) courses cover fundamental knowledge, establishing basic qualification and expertise in the employee's

DENNIS ALLION, DEPUTY DIRECTOR OF THE CENTER FOR ACQUISITION, EDUCATION, TRAINING, AND RESEARCH (CAETR) AT THE NAVAL POSTGRADUATE SCHOOL, MONTEREY, CALIF.



career field, job series, or functional area.

- Level II (journeyman) courses emphasize functional specialization, enhancing each student's capabilities in a primary specialty or functional area.
- Level III (manager) courses emphasize managing the acquisition process and learning the latest methods being implemented in the career field or functional area.

Offered in various modes, the most common method of instruction is resident, where a student attends class at the Naval Postgraduate School. On-site instruction is also available, where the instructor goes to a location that has enough students to support a class.

CAETR Established

Because acquisition is a complex process, and professional skills and attributes are essential for the people performing acquisition functions, in 1991 Congress passed the Defense Acquisition Workforce Improvement Act (DAWIA). DAWIA legislated certain levels of education, training, and experience requirements for critical acquisition positions.

In response to the DAWIA legislation, Dr. David Lamm, a retired U.S. Naval officer and NPS employee since 1978, created the Center for Acquisition, Education, Training, and Research (CAETR) at NPS in 1992, thus satisfying the requirements set forth in DAWIA. Headed by Lamm as its current director, the CAETR offers the DAU short courses:

- Executive Acquisition Logistics Management (LOG 304)
- Intermediate Systems Planning, Research, Development, and Engineering (SYS 201)

- Intermediate Test and Evaluation (TST 202)
- Advanced Test and Evaluation (TST 301)

"It's important to note," says Lamm, "that when we teach short courses to the acquisition workforce at Levels I, II, and III, they're not directed solely at the Navy and Marine Corps — they encompass four major groupings: Army, Navy/Marine Corps, Air Force, and what we commonly refer to as the fourth estate — agencies such as the Defense Logistics Agency, Defense Mapping Agency, Defense Security Assistance Agency, and Defense Communications Agency.

"All of these major agencies," Lamm continued, "comprise the fourth estate, and they have 20,000 to 25,000 acquisition billets. So Army, Navy/Marine Corps, Air Force, and fourth estate — that's where these 110,000 to 120,000 people come from. Of that total, only about 10 to 12 percent are military positions, so most are civilian students."

Innovation

Innovation is key in any learning environment, and CAETR integrates innovation into its curriculum as well as its day-to-day operation. According to Dennis Allion, CAETR's deputy director, "We try to be innovative in the way we present materials in the classrooms, in the way we use facilities. We don't have any classroom facilities dedicated to us on the campus, so we go out in town to negotiate with hotels to provide us classrooms."

Speaking of the professors on staff at CAETR, Allion commented, "When we need faculty to teach a course, we negotiate with departments for their time. We negotiate how much time we get, and how much money we will pay.

"The use of innovation," said Allion, "is largely constrained to using the tools that we have available to us. We

do things out on the Internet. We have not yet designed an Internet-based course, but we are working at that, and the Defense Acquisition University is very much into it. We don't have the human resources to do that now ourselves, but we are using the Internet. All of our course materials are available on the CAETR Home Page."

<http://web.nps.navy.mil/~caetr/caetr.htm>

Equivalencies

CAETR's director, Dr. David Lamm, speaks with enthusiasm and confidence in CAETR's ability to meet the education needs of the acquisition workforce. "DAWIA mandated that in the acquisition fields there will be qualifications for people. In other words, the whole law said, 'All these people who have been working in these fields haven't been as fully qualified as they should be, and so they need to be qualified.' The law established requirements in education, training, and experience."

Related to the Defense Acquisition Workforce, NPS offers a Master of Science in Management degree in two areas: Acquisition and Contract Management (815) and Systems Acquisition Management (816). However, these degree programs are not part of the DAWIA mandate, even though the curricula cover DAWIA-required material.

Lamm explains some of the problems students who lack equivalency may face. Without equivalency, a student "who went through contracting for example, did all the contracting courses at a graduate level, and went out to manage a contracting shop, could still be told, 'but you didn't have any of the mandatory training' — they had graduate education as opposed to the short course training." Equivalency, according to Lamm, says that "if you've done this graduate program in contracting, you've satisfied all of the short course requirements."

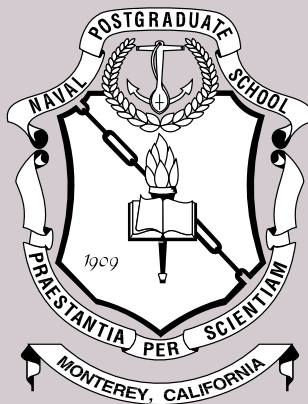
Speaking specifically of the 815 and 816 curricula, Lamm explained that “Anybody who has taken the 815 program (Acquisition and Contract Management) satisfies the equivalency for a whole variety of courses. And anybody who’s got the 816 program, Systems Acquisition Management, has satisfied [other] equivalencies.” Specifically, the 815 curriculum provides equivalence for DAU courses:

- Contracting Fundamentals (CON 101)
- Contract Pricing (CON 104)
- Government Contract Law (CON 201)
- Intermediate Contracting (CON 211)
- Intermediate Contract Administration (CON 221)
- Intermediate Contract Pricing (CON 231)
- Executive Contracting (CON 301)
- Systems Acquisition for Contracting Personnel (PMT 341)

The 816 curriculum provides equivalence for —

- Fundamentals of Systems Acquisition Management (ACQ 101)
- Intermediate Systems Acquisition (ACQ 201)
- Advanced Program Management (PMT 302)
- Intermediate Systems Planning, Research, Development, and Engineering (SYS 201)

An NPS student in the appropriate degree field receives equivalent credit for the applicable mandatory DAU courses. Therefore, acquisition workforce members taking a degree program at NPS can earn Level III certification as part of their studies.



“Four or five years ago, these courses would not have been as available for these students,” according to Dennis Allion, CAETR’s deputy director. “A lot of civilians would not have been attending these courses; a lot of these courses didn’t exist.”

- Intermediate Test and Evaluation (TST 202)
- Advanced Test and Evaluation (TST 301)

Offerings in the near future include —

- Production/Quality Management Fundamentals (PQM 101)
- Intermediate Production/Quality Management (PQM 201)
- Basic Software Acquisition Management (SAM 101)
- Intermediate Software Acquisition Management (SAM 201)

What this means is that the redundancies of forcing employees to “re-learn” subjects in which they’re already proficient, merely to check off a list of requirements, has been superseded by logic. An NPS student in the appropriate degree field receives equivalent credit for the applicable mandatory DAU courses. Therefore, acquisition workforce members taking a degree program at NPS can earn Level III certification as part of their studies.

“Four or five years ago, these courses would not have been as available for these students,” according to Dennis Allion, CAETR’s deputy director. “A lot of civilians would not have been attending these courses; a lot of these courses didn’t exist.”

“With the whole downsizing of the Department of Defense and the shrinking defense budget,” he continued, “there’s been an emphasis on change in the way that acquisition is done. It’s putting more emphasis on the contractor and less on the Department of Defense to design, administer, and develop weapons systems.”

The effects of this technique are far-reaching. "Hopefully the taxpayers benefit," said Allion. "The idea is by having people who are better educated and better trained, that they'll do a better job and help keep costs down. We're talking about billions of dollars, every year, spent on acquiring things. That's big bucks. The other persons that benefit are the warfighters themselves, because they've got the equipment that they need, it's reliable, and will do what it was designed to do. And that helps us keep the peace."

Inquiries concerning DAU course offerings at NPS should be directed to —

CAETR Support Staff
Systems Management Department
Naval Postgraduate School
(Code SM/Hk)
555 Dyer Road, Rm 229
Monterey, Calif. 93943-5103

Comm: (408) 656-3578/3579/
3580/3613
DSN: 878-3578/3579/3580
Fax: (408) 656-3409
or DSN 878-3409
ATRRS Mail ID: HICKSE
Website: <http://vislabwww.nps.mil/~caetr/caetr.html>

Direct all other inquiries to —

Dennis Allion, Deputy Director,
CAETR, & Lecturer,
Systems Management Department
Naval Postgraduate School
(Code SM/A1)
555 Dyer Road, Rm 229
Monterey, Calif. 93943-5103

E-mail: dallion@nps.navy.mil

Dr. David Lamm, Director
CAETR, & Professor, Systems
Management Department
Naval Postgraduate School
(Code SM/A1)
555 Dyer Road, Rm 229
Monterey, Calif. 93943-5103

E-mail: dlamm@nps.navy.mil
ATRRS School Code: 770

REAR ADM. MARSHA JOHNSON EVANS

*U.S. Navy
Superintendent
Naval Postgraduate School*



A native of Springfield, Illinois, Rear Adm. Marsha Johnson Evans graduated with high honors from Occidental College in June 1968. Two months later, she was commissioned an ensign at Women's Officer School, Newport, Rhode Island. Early assignments included duty with the Defense Intelligence Agency; Office of the Commander, Fleet Air Western Pacific staff, Atsugi, Japan; and Office of the Chief of Naval Operations (OP-04). In 1973, she became the first woman Surface Assignments Officer in the Bureau of Naval Personnel. Concurrently, she served as Senior Navy Social Aide to the President of the United States.

Following selection as a Chief of Naval Operations Scholar in 1975, Evans earned a master's degree in law and diplomacy at the Fletcher School of Law and Diplomacy, Tufts University. Subsequently she served as the Middle East Policy Officer on the staff of the Commander in Chief, U.S. Naval Forces Europe. Selected as a White House Fellow in 1979, she served a one-year fellowship as Executive Secretary and Special Assistant to the Secretary of the Treasury. In early 1981, she became the Deputy Director of the President's Commission on White House Fellowships.

In 1982, Evans was assigned as Executive Officer, Recruit Training Command, San Diego, and from 1984 to 1986 as Commanding Officer, Naval Technical Training Center, Treasure Island, San Francisco. She served the next two years as a Battalion Officer at the U.S. Naval Academy. During that assignment, she also chaired the Women Midshipmen Study Group, served on the Navy's 1987 Women's Study, and taught classes in international relations.

In 1989, Evans began a one-year assignment as Chief of Staff, Naval Base San Francisco. On June 15, 1990, she assumed command of Naval Station Treasure Island, San Francisco. In November 1991, she returned to the Naval Academy as Chief of Staff, an assignment that was curtailed in August 1992 when she became the Executive Director of the Standing Committee on Military and Civilian Women in the Department of the Navy. From June 1993 to July 1995, Evans served as the Commander of the Navy Recruiting Command. She assumed her current duties on September 8, 1995. While Superintendent of the Naval Postgraduate School, she has also served for seven months as the interim director of the George C. Marshall European Center for Security Studies in Garmisch, Germany.

Evans is a graduate of the Naval War College off-campus program and a 1989 graduate of the National War College. She is married to Gerard R. Evans of Pensacola, Fla.